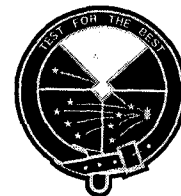




DEPARTMENT OF THE ARMY  
HEADQUARTERS, US ARMY DEVELOPMENTAL TEST COMMAND  
314 LONGS CORNER ROAD  
ABERDEEN PROVING GROUND, MD 21005-5055



REPLY TO  
ATTENTION OF

CSTE-DTC-EO (600-20)

14 May 2003

MEMORANDUM FOR

Commanders, DTC Test Centers  
HQ DTC Directors and Office Chiefs

SUBJECT: Policy Letter #6 - Consideration of Others (CO2) Program

1. The Consideration of Others (CO2) Program is a tool that focuses on the teaching aspect and the linkage between the individual soldier or civilian and the role each one plays as a vital member of a team. CO2 is the commander's program; it will include all assigned military and civilian personnel. Simply put, CO2 is "those actions that indicate a sensitivity to and regard for the feelings and needs of others and an awareness of the impact of one's own behavior on them - being supportive and fair with others (subordinates, peers, and superiors)." The program is not designed to be a set of mandatory lessons, but focused discussions that deal with issues that affect our workforce. It is a tool for commanders and directors to use in order to assess and improve the organizational climate and must be implemented down to the lowest organizational unit.
2. Commanders and directors are responsible for development and implementation of the program and tracking progress within their respective units or staff elements. Within DTC, commanders and directors (due to unique organizational structure) will assess the organizational climate and determine specific requirements tailored to meet the organization's needs. CO2 is a readiness issue; education, being proactive, and using preventive tactics are the driving forces of CO2. Ideally, small group discussions (15-25 personnel) will focus on the natural work unit where soldiers and civilians work side by side daily. These group discussions will be facilitated by individuals who have demonstrated leadership ability, oral and written communication skills, ability to interact within a small group, and the potential to facilitate objective and impartial discussions. Facilitation should take place in the natural work environment.
3. Discussion topics for CO2 can be solicited by brainstorming personnel within your command or staff element. Commanders and directors are asked to support the program and to provide monthly updates to this headquarters (CSTE-DTC-EO) on the current status of their programs and the subjects covered. Commanders and directors will draw on resources already made available to implement the program. Your Equal Opportunity Adviser (EOA), Equal Opportunity Representative (EOR), as well as your Equal Employment Opportunity (EEO) Officer, can serve as resources. However, I must emphasize that CO2 is a command program.

CSTE-DTC-EO

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4. As I have previously stated, CO2 is a readiness issue. It is the right of every soldier and civilian employee to be treated fairly with dignity and respect. Behavior which degrades or purposely offends others destroys unit morale, trust, and mutual respect, and is incompatible with mission success. As leaders, it is our job to ensure that individual dignity and rights are protected and maintained. It must be our mission to educate, lead by example, and show no tolerance toward those who bring unacceptable behavior to the workplace and the unit. The success of this program depends on you. It is my opinion that CO2 is treating people the way they should be treated.

5. Please disseminate this policy to all members of the command, and post a copy on official command bulletin boards.



MARVIN K. McNAMARA  
Brigadier General, USA  
Commanding